



SOCIAL POLICY RESEARCH
ASSOCIATES

Building Capacity Through a Regranting Strategy: Promising Approaches and Emerging Outcomes

Community Leadership Project (CLP) 2011 Evaluation Report

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Building Capacity Through a Regranting Strategy: Promising Approaches and Emerging Outcomes

Prepared by SPR

The Community Leadership Project (CLP) is a collaborative effort to strengthen the leadership and organizational capacities of small organizations serving low-income people and communities of color in the San Francisco Bay Area, Central Coast, and San Joaquin Valley. With funding from the David and Lucile Packard Foundation, the James Irvine Foundation, and the William and Flora Hewlett Foundation, 27 well-established intermediary organizations—community foundations, grantmaking public charities, and funder affinity groups—engage in three distinct but related strategies to enhance the capacity of community-based organizations to improve the lives of those who live in the communities they serve.¹ The primary strategy is “regranting” to provide core financial support and tailored organizational development assistance and coaching to small to mid-size organizations. Technical assistance is the second strategy with focused supports around issues such as finances, and technology. The third strategy is leadership development, whereby ten intermediaries provide executive directors and other organizational leaders with access to various leadership supports and opportunities.

Together these three strategies are intended to build community organizations’ adaptive capacity, leadership capacity, operational/management capacity, programmatic capacity, and community/collaborative capacity.² The hypothesis is that by strengthening these capacities, organizations will be stronger and more capable of accessing funding from foundations. In addition to developing stronger organizations, the CLP initiative is seeking to develop the pipeline through which talented people of color emerge from their communities as leaders.

The evaluation is interested in understanding not only the impact of CLP on leaders, organizations, intermediaries, and foundation partners, but also the key lessons on: (1) reaching and providing capacity-building supports to organizations and leaders serving low-income communities and communities of color; (2) characteristics of effective, culturally relevant, and community-responsive capacity building; and (3) which kinds of capacity-building supports are

¹ As of Fall 2011, more than 100 community-based organizations have received multi-year core support and tailored organizational development assistance and coaching within the regranting strategy. The average regrant amount received by community organizations is \$33,894 over two or three years. In addition, approximately 330 participants have received targeted trainings and technical assistance in key organizational development areas, and more than 280 leaders have participated in leadership development programs with deep experience working with leaders of color.

² These capacities were adapted from the TCC Group’s Core Capacity Building Model.

most effective for small and mid-sized organizations serving low-income communities and communities of color.

I. Overview of the Regranting Capacity Building Approach

The regranting strategy represents the greatest area of CLP investment. Approximately \$7 million, or 70 percent of total CLP resources, was invested in low-income communities and communities of color specifically through the resources awarded to 12 regranting intermediaries in the three target regions. Exhibit 1 below reveals the diversity of regrantors supported by CLP. Specifically, the regrantors range considerably in terms of variables such as organization-type, CLP grant amount, and number of community grantees. For example, half of the regrantors are public or community foundations, one-third are nonprofit organizations, and the remaining two are funder affinity groups. The CLP grant amount to regrantors ranges from \$320,000 (Rose Foundation) to \$1,100,000 (The San Francisco Foundation), while the number of community grantees per regrantor ranges from five (HomeBase) to 15 (Women's Foundation). Seven regrantors target the San Joaquin Valley (three exclusively so), five target the Central Coast (one exclusively so), and five target the Bay Area (four exclusively so).

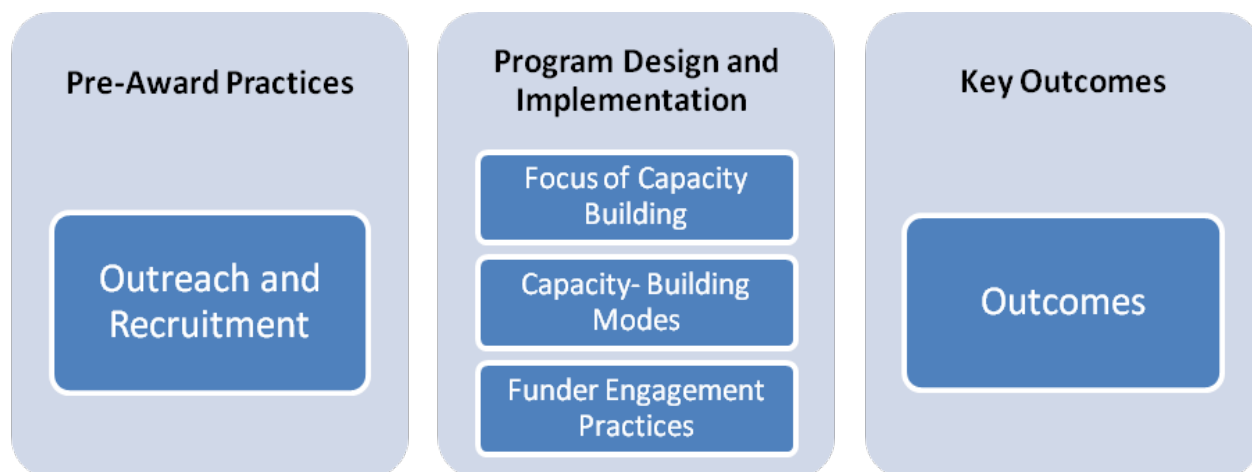
**Exhibit 1:
Overview Table of Regranting Intermediaries**

Regranting Intermediary (grant size)	Type of funding organization	Regions Served
Alliance for California Traditional Arts (\$410,000)	Non-Profit Intermediary Service Provider	Central Coast and San Joaquin Valley
Asian American/Pacific Islanders in Philanthropy (\$350,000)	Funder affinity group, with experience regranting & running programs	Bay Area
California Rural Legal Assistance (\$850,000)	Non-Profit Legal Services Organization	Central Coast and San Joaquin Valley
Community Foundation for Monterey County (\$450,000)	Community Foundation	Central Coast
Hispanics in Philanthropy (\$400,000)	Funder affinity group, with experience regranting & running programs	San Joaquin Valley
HomeBase (\$350,000)	Nonprofit Public Policy Law Firm	San Joaquin Valley
Horizons Foundation (\$500,000)	Community Foundation	Bay Area
Immigrant Legal Resource Center (\$600,000)	Non-Profit Resource Center	San Joaquin Valley
Rose Foundation (\$320,000)	Public Foundation	Bay Area, Central Coast and San Joaquin Valley
Silicon Valley Community Foundation (\$1,000,000)	Community Foundation	Bay Area

Regranting Intermediary (grant size)	Type of funding organization	Regions Served
The San Francisco Foundation (\$1,100,000)	Community Foundation	Bay Area
The Women's Foundation (\$500,000)	Public Foundation	Central Coast and San Joaquin Valley

The 12 regrants are diverse not only in terms of their basic orientation and CLP participation, but also in terms of their overall capacity-building approach, which we analyze in this section using the components of the simple framework below.

**Exhibit 2:
Framework for Regrants' Approaches to Capacity Building**



The framework is divided into three major sections that correspond roughly to those discussed at the September 16, 2011 CLP funder retreat: pre-award practices, capacity building program design and implementation, and key outcomes. Pre-award practices are the *outreach, recruitment and application* practices that regrants use with potential community grantees. Within capacity building program design and implementation, the *focus* of the work is the capacity area(s) targeted as well as the individualized plans, which may or may not be informed by an organizational assessment process. The *modes* are the specific components or activities that regrants use to provide capacity-building support to grantees. *Funder engagement* encompasses the broader mindset and strategies that regrants bring to their work with community grantees. In theory, all of these elements will influence the types of *outcomes* that community grantees are able to accomplish through their CLP grant.

Following is an analysis of CLP regrantor approaches both in terms of (1) pre-award practices and (2) program design and implementation. Discussion of regranting strategy *outcomes* follows.

Outreach and Recruitment

In the table below, we have inventoried regrantors' key characteristics and practices with regard to the outreach and application process.

**Exhibit 3:
Outreach and Recruitment Practices by Regrantor**

	Previously Funded	Pre-existing Relationship	Advisory Group	Additional Financial Selection Criteria	Special Populations Selection Criteria	Content-Based Selection Criteria	Organizational Selection Criteria	Pre-Grant Organizational Assessment
Alliance for California Traditional Arts		X	X	X		X	X	
Asian American/Pacific Islanders in Philanthropy	X	X			X		X	
California Rural Legal Assistance		X	X	X				X
Community Foundation for Monterey County	X	X	X				X	X
Hispanics in Philanthropy	X	X			X			X
HomeBase			X		X	X	X	
Horizons Foundation	X	X	X	X	X			
Immigrant Legal Resource Center		X	X		X			
Rose Foundation	X	X	X	X	X	X		
Silicon Valley Community Foundation		X			X			X
The San Francisco Foundation	X	X	X		X		X	
Women's Foundation	X	X	X		X	X		

A number of noteworthy trends emerged from our inventory of regrantors' outreach and recruitment practices, as discussed below.

- Almost all regrantors leveraged pre-existing relationships with community grantees in their outreach and recruitment.** As shown in Exhibit 3 above, all but one regrantor leveraged pre-existing relationships in their CLP outreach efforts, with just over half reporting that they had previously funded some or all of their community grantees. For example, nearly all of the Rose Foundation's community grantees were drawn from the foundation's larger Grassroots Fund portfolio, AAPIP's CLP grantees represented the third wave of funding for its Community Engagement Fund grantees, and several

community grantees within CFMC's portfolio were recipients of the foundation's Neighborhood Grants program. As CFMC observed,

We're a small community and the foundation has our tentacles out in a lot of ways so there's not too many organizations that that are functioning and doing reasonable work in that community that we haven't had a relationship with.

In these cases, regrants already had an intimate knowledge of community-level grantees and their needs, were prepared for their unique organizational challenges, had established a solid level of trust, and thus could hit the ground running with CLP.

- **At the same time, many regrants also prioritized reaching new and untested community grantees.** Part of the vision behind CLP was an investment in organizations serving low-income communities and communities of color that might not otherwise have access to traditional philanthropic resources. Given this vision, many CLP regrants explicitly cited the importance of taking risks to work on the cutting edge and reach smaller, grassroots organizations—while simultaneously balancing considerations of baseline readiness to participate in capacity building efforts like CLP. SVCF selected its community grantee portfolio entirely from its previously unsuccessful applicant pool. Both HIP and ILRC chose to fund some organizations that gave them significant pause in the beginning, given their fledgling status and/or potential cultural/logistical barriers. Other regrants, such as ACTA and the Rose Foundation, chose to use additional financial criteria to reach smaller, riskier organizations. While a few regrants described examples of how some of their “riskier” community grantees were now struggling simply to survive, other regrants described some surprising successes, as illustrated by the Rose Foundation's quote below.

When we planned the fund, we thought that awarding some of these grants to some pretty scruffy groups might be risky given the low capacity, kitchen-table nature of many of these groups, and we anticipated that some of them would fail. But we've been pleasantly surprised—the vast majority of grassroots grantees have been extremely effective. I still think that funding on the cutting edge means that you have to be willing to accept some risk, but we've seen that carefully targeted small grants result in a tremendous return on investment.

It is clear that reaching “new” grantee organizations requires a degree of comfort with risk and potential for failure, and an understanding of the chicken-or-the-egg phenomenon of small organizations attracting mainstream funding, as the Women's Foundation describes in the quote below. This sentiment was echoed by many of the smaller nonprofit participants of the CLP Learning Labs, where they expressed the desire for larger foundations to take a risk on supporting them and to create opportunities for larger nonprofits to mentor them to a state of readiness for larger grants.

It's a chicken-and-egg kind of dance. Organizations need a good chunk of capital to grow the organization to a place where they

can attract bigger grants. But in order for them to get that capital, some funder needs to be comfortable taking that risk.

- **In order to reach non-traditional community grantees and mitigate risk, regrantors implemented a range of outreach and recruitment practices.** Overall, Exhibit 3 suggests that regrantors used the following practices to balance the interest of reaching new organizations against the interest of making grants to organizations that were truly equipped and ready for CLP.
 - **Advisory groups.** Three-quarters of the regrantors utilized an advisory group to inform their recruitment process, including three of the five non-foundation regrantors. Advisory board members included regrantor staff, local leaders from the nonprofit and for-profit sectors, philanthropic representatives, and content-area experts. A few regrantors articulated very specific goals for their advisory groups that included: ensuring the applicant pool was diverse and/or included organizations not on the regrantor's radar; using their expertise to make sure selected grantees were ready to take advantage of CLP; representing a particular geographic locale (e.g., the San Joaquin Valley) particularly when the regrantor was not located there; and simply bringing a different perspective to the table. Regrantors shared that they used advisory groups to help identify a pool of potential applicants, conduct outreach and provide encouragement to potential applicants, inform or develop grantee selection criteria, review applications/ proposals and make funding recommendations, and—in at least one case—monitor CLP progress.
 - **Financial selection criteria.** One-third of regrantors incorporated additional financial criteria into their application process, largely in the interest of reaching smaller organizations. Specifically, four regrantors chose to incorporate financial criteria that were more restrictive than the CLP funding requirements. For example, the Rose Foundation imposed a more restrictive range of \$25-\$250,000, while two other regrantors (ACTA and CRLA) set budget ceilings that were lower than CLP's, at \$150,000 and \$1 million, respectively, though ACTA noted that most of its grantees ended up being clustered at the \$25,000 level.
 - **Baseline organizational characteristics criteria.** Two regrantors explicitly required a 501(c)(3) status as a proxy for readiness. Other regrantors included criteria such as organizations with at least one or two staff members, as well as more subjective criteria such as: readiness to develop renewable income streams, capacity for electronic communications, and a well-networked executive director.
 - **Organizational assessments.** Four regrantors use an organizational assessment tool to gauge readiness levels prior to making a grant award. The organizational assessment tools are also used to help

grantees identify their areas of strength and areas for potential capacity-building focus. For example, Community Foundation for Monterey County administered its organizational assessment tool during a pre-application workshop for potential grantees. Likewise, CRLA, HIP, and SVCF all use an organizational assessment tool during the grant application process.

- **Regrantors' use of special populations and content-related criteria reflect CLP's current focus on the "who" (low-income communities) rather than the "what" (organizational area of work).**
 - **Three-quarters of regrantors explicitly incorporated *additional* special populations criteria into their application process.** Special populations criteria most often meant that community grantees were required to be minority-led and/or serving specific minority populations. For example, HIP targeted Latino-led, Latino-serving organizations in the San Joaquin Valley, HomeBase targeted organizations serving homeless and low income populations, and IRLC targeted those serving immigrant and refugee populations. The Women's Foundation was even more stringent in its requirements, targeting organizations who are *led by* and work with communities of color (defined as organizations with an executive director of color or with a board and staff comprised of more than 50% people of color). At least one regrantor (CFMC) highly prioritized applicants that were minority-led organizations, but was challenged by fewer second-year applicants overall and by fewer strong second-year applicants that were minority led. While not all regrantors set out *explicit* criteria around special populations, it is clear that some were implicitly assuming that special populations would be covered by virtue of funding small, grassroots organizations.
 - **Only one-third of regrantors incorporated content-related criteria into their application process.** Only four regrantors specified that grantees be working in particular content areas in order to receive CLP funding. These areas are the arts, housing and homelessness, environmental health and justice, reproductive health and justice, and economic security. On the other end of the spectrum, regrantors such as ILRC deliberately aimed to fund community grantees working in a diverse set of content areas, though all are led by or run for immigrant communities. Three of the four regrantors that incorporated content-related criteria also incorporated special populations criteria. As of yet, it is unclear whether these three regrantors (HomeBase, Rose, and Women's Foundation) will: realize greater success by having greater focus, and/or offer persuasive evidence for CLP to narrow its funding not just by population and region, but also by content area. Feedback from at least one regrantor suggests that a more deliberate connection between content and capacity-building work can lead to more meaningful change:

I think that doing capacity building within those kinds of [content] groupings have the possibility for being more powerful, because

they're not just about individual capacity building, but they're also potentially supporting movement building ... in terms of moving an entire field.

Focus and Modes of Capacity-Building Work

As shown in Exhibits 4 and 5, regrantors vary in terms of which capacity areas they are focusing on with their community grantees, and the specific *modes* by which this capacity-building work is taking place.

**Exhibit 4:
Capacity Areas of Focus by Regrantor**

	Leadership Capacity	Operational Capacity	Adaptive Capacity	Programmatic Capacity	Community/ Collaborative Capacity
Alliance for California Traditional Arts		X			
Asian American/Pacific Islanders in Philanthropy					X
California Rural Legal Assistance	X	X			
Community Foundation for Monterey County	X	X		X	X
Hispanics in Philanthropy	X	X			X
HomeBase		X		X	
Horizons Foundation	X	X	X	X	X
Immigrant Legal Resource Center	X	X			
Rose Foundation	X	X	X		
Silicon Valley Community Foundation	X	X			
The San Francisco Foundation	X	X	X	X	X
Women's Foundation	X	X	X		

While the CLP logic model anticipates changes in the five capacity areas across all community grantees, it is clear that some initial clustering is taking place.

- **Regrantors' most prevalent areas of focus appear to reflect community grantees' orientation, stage of development and articulated needs.**
 - **Most regrantors are focusing on two or three capacity areas (with leadership capacity and operational capacity being the most prevalent) in accordance with grantees' articulation of their own needs .** Within the leadership and operational capacities, the most common sub-areas of focus are board development, board leadership,

and fundraising and fiscal management. This appears to be a natural outgrowth of the fact that many community grantees are in a relatively early stage of development (e.g., transitioning from a volunteer-run to a paid staff organization) and grappling with rudimentary issues of organizational functionality. For example, CFMC observed that most of its community grantees “are still struggling with very core and basic operational issues such as getting by-laws and financial systems in place.” Regrants’ focus on operational capacity—specifically fundraising—is driven by a need to address basic survival and sustainability issues. ACTA chose to concentrate on fundraising because of the relative dearth of funding resources in the San Joaquin Valley and Central Coast and the desire to build the capacity of grantees to generate *sustainable* funding. Likewise, SVCF focuses greatly on fund development with its community grantees so that they understand how critical *diverse* fund development strategies are to their sustainability. To some extent, regrants’ focus on the leadership capacity reflects acknowledged best practices in capacity building. However, though only one-quarter of regrants are focusing on the adaptive capacity, it is acknowledged as the other priority capacity area. For example, “The most critical dimension of capacity for a nonprofit organization is adaptive capacity – the ability of a nonprofit organization to monitor, assess, and respond to internal and external changes...Yet nonprofits tend to focus their capacity building efforts on strengthening their technical and management capacities, even though the need for adaptive and leadership capacity building is greater” (Connolly and York, 2003, p.4)³.

- **The programmatic capacity area is by far the least targeted among regrants and their grantees.** Only one-quarter of regrants are focusing on the programmatic capacity with their community grantees. A similar percentage is focusing on the community/collaborative capacity. This underrepresentation—relative to the leadership and operational capacities—may underscore the fact that small, grassroots organizations are often already very service- and program-driven, with strong community relationships and outreach practices in place. This raises the question of whether, moving forward, CLP might narrow its focus to a subset of the five capacity areas in order to reflect best practices in capacity building and the reality of community grantees’ orientation and stage of development.
- **ACTA and AAPIP stand out as regrants that focus solely on one capacity area with their grantees.** ACTA is working with their grantees exclusively on fundraising (operational capacity) given the bleak funding landscape in the San Joaquin Valley and

³ Connolly, P., and York, P. (2003). An Executive Summary of a Study of Management Support and Field-Building Organizations in the Nonprofit Sector: Building the Capacity of Capacity Builders. The Conservation Company, 1-12.

Central Coast. AAPIP is focusing exclusively on the collaborative capacity by virtue of its unique decision to work on building the capacity of the broader Arab American, Middle Eastern, Muslim, South Asian (AAMEMSA) community (rather than of just individual grantee organizations). More specifically, AAPIP is working to strengthen inter-organizational connections and collaborations. (As will be discussed later in this paper, the targeted focus of these two regrants appears to have facilitated greater traction in terms of community grantee outcomes.)

**Exhibit 5:
Modes of Capacity Building by Regrantor**

	Core- Operating Support	Direct TA/Coaching Support	Sub- Contracted Consultant Support	A La Carte Consultant Support	Grantee Convenings	Network Convenings
Alliance for California Traditional Arts	X	X	X		X	
Asian American/Pacific Islanders in Philanthropy	X	X	X		X	
California Rural Legal Assistance	X	X	X	X	X	
Community Foundation for Monterey County	X	X	X	X	X	
Hispanics in Philanthropy	X	X	X	X	X	X
HomeBase	X	X	X			X
Horizons Foundation	X	X		X	X	
Immigrant Legal Resource Center	X		X	X	X	X
Rose Foundation	X	X		X	X	X
Silicon Valley Community Foundation	X	X	X		X	
The San Francisco Foundation	X	X			X	
Women's Foundation	X	X	X	X	X	X

Exhibit 5 reveals that a large majority of regrants used a similar set of capacity-building *modes*, but they differed the most with regard to a la carte consultant support and network convenings.

- **Nearly all reggrantor approaches blend core operating support with direct technical assistance/coaching.** All regrants provided core operating support, and all but one provided some type of *direct* technical assistance or coaching. Direct technical assistance from the reggrantor often involved coaching during the application process and developing individualized capacity-building or technical assistance plans. For example, the Rose Foundation worked intensively with its community grantees to use the results from their organizational assessments to

create capacity-building plans and determine how to best use their core-operating support funds and their TA funds so that they worked “synergistically.” CFMC found it extremely valuable to complement its core financial support of grantees with its in-house non-profit support center (Center for Nonprofit Excellence) and CLP consultants/mentors in order to best address technical assistance and training needs.

- **All regrantors engage external consultants within their approach, with half directly subcontracting consultant support and just over half allowing for a la carte consultant support.** Half of the regranting intermediaries chose to hire consultants for their community grantees. These consultants were hired for both broad purposes (e.g., ILRC completely subcontracting out technical assistance to Compass Point given its organizational development expertise), and very specific needs (e.g., Women’s Foundation hiring consultants for financial planning trainings). Both ILRC and CRLA subcontracted Compass Point to provide broad “overview” trainings to their community grantees, for instance Executive Director and Management 101. Just over half of regrantors also allowed their community grantees to select their own consultants to meet their specific needs, whether it be a technology expert or a liaison between a Hmong organization and the regrantor. Interestingly, only one regrantor (Rose Foundation) allows for a la carte consulting without also providing subcontracted consultant support (or at least having plans to do so, like Horizons Foundation). This may be due to the fact that the Rose Foundation has a relatively intense and structured process in place to work directly with community grantees during the application, organizational assessment, and individualized capacity-building plan development process.
- **As a core part of every regrantor’s approach, convenings allow for both inter- and intra-organizational capacity building.** Every regrantor offers opportunities for their CLP community grantees to come together, often for overlapping purposes that include: group trainings, peer sharing, collaborative planning, or networking organizations across regrantor portfolios. These overlapping purposes allow community grantees to not only learn for the benefit of their own organization, but also to build connections with other community organizations—a particularly critical concern in the San Joaquin Valley. Most convenings target a regrantor’s entire CLP portfolio, but there are exceptions. Namely, AAPIP convenes three learning circles (that are subsets of its community grantee portfolio) around specific issues of shared concern. Four regrantors convene their community grantees more broadly with non-CLP grantees, other regrantors’ grantees, and/or other outside organizations. For example, HIP has brought together their community grantees with some of their non-CLP grantees, ILRC has joined forces with CRLA to convene their collective community grantees, and the Rose Foundation has brought together its community grantees with grantees of the Tides Foundation.
- **Regrantors share that their ability to implement various modes of capacity building suffers from a lack of geographically and culturally appropriate resources.** These resources include capacity-building consultants, funding, and tools that reflect geographical/cultural/organizational context and thus provide more meaningful assistance. This challenge was encountered in all three regions. For

example, in the Bay Area, SVCF's smallest community grantees found it challenging to work with consultants who only worked within "transactional," one-hour time slots, were not open to storytelling as a means of discussing organizational competencies, and/or did not have the knowledge or experience to understand immigration issues, social justice issues, and the factors involved with leading small grassroots organizations. Overall, however, the challenge of inadequate culturally appropriate resources was magnified in the San Joaquin Valley given the sheer diversity of its diverse populations, its geographic isolation, and relative lack of funding resources compared to the Bay Area and Southern California. Regrantors have struggled to find consultants steeped in the knowledge and culture of the San Joaquin Valley. Rather than "helicoptering" in consultants from Los Angeles or the Bay Area, some regrantors such as ACTA have instead chosen to use a small pool of known consultants. At least three regrantors in the San Joaquin Valley have taken the initiative to address the relative lack of resources—e.g., by developing the Central Valley Resource Guide, and by joining forces with other intermediary partners in the region—e.g., ILRC and CRLA bringing their grantees together and conducting joint trainings.

Funder Engagement

A unique dimension of the CLP regranting strategy, that sets it apart from the leadership development and technical assistance strategies, is the specific funding context in which support is provided. Overall, the 12 CLP regranting intermediaries represent highly engaged funders with a deep commitment to culturally competent approaches that best serve their funded organizations, as well as the low-income communities and communities of color they serve. At the same time, we observed differences in how regrantors operationalize this commitment through practice, namely through the nature of their relationship with their community grantees, the intensiveness of their relationship, as well as in the degree of flexibility within their capacity building strategy.

- **Overall, CLP regrantor-community grantee relationships are characterized by high-levels of engagement.** There were a couple of regrantors who described a more "traditional" funding model, interacting with their grantees largely as a cluster, and/or serving as important bridge builders between their CLP portfolio and the broader field. More commonly, however, CLP regrantors described a more hands-on role with capacity building activities, where they were closely attuned to individual grantees' needs and assets, directly serving as a consultant to address those needs, and/or actively connecting them with strategic resources or networks. Still others—namely ACTA, CRLA, HIP, Rose Foundation, Horizons Foundation, and Women's Foundation—characterized their engagement as a more intensive, "in the trenches" relationship with grantees where they are actively serving as a trusted "critical friend" to their community grantees—providing regular and ongoing support across a wide range of organizational capacity building issues to move them to the next stage of readiness. This last category of regrantors typically framed their CLP grant as a means of building long-term relationships towards broader social change goals. Regrantors

in this last category were most likely to describe an approach with more diffuse boundaries, in which community grantees were integrated with other program areas, receiving support for areas beyond the CLP project, and regularly contacting their regrantor for advice and guidance. Finally, highly engaged regrantors also generally recognized that capacity building—particularly among grassroots, mission-driven organization—takes significant amounts of time and patience.

- **Almost all regrantors describe implementing a range of non-traditional, culturally mindful funding practices.** In our interviews with regrantors, many discussed biases within mainstream philanthropy that sometimes work against smaller organizations serving low-income communities from accessing financial resources. In the spirit of authentically connecting with and hearing from these organizations, regrantors were therefore mindful of their own recruitment and funding practices. For example, regrantors like HIP and SVCF described piloting practices such as allowing site visits and journaling rather than grantee reports or allowing grantees to use “storytelling” rather than written narratives to propose ideas or report progress. The Rose Foundation described meeting a potential grantee in their living room with a toddler in the background watching *Dora the Explorer* on television, and IRLC described accepting a handwritten, hand-delivered grant proposal from a minority-led organization operating one program with one grant. A couple of regrantors described co-designing processes with grantees (e.g., reporting requirements, or the original funding criteria to ensure that grantees would be eligible). HIP similarly reported using a grantee’s first proposal only to get a sense of their potential, and then using that first draft as a jumping-off point to working together on subsequent drafts while providing concrete guidance and examples. As one regrantor observed, “it’s about being open to grantees without a slick proposal” or those “that don’t have a lot of shine when you first look at them, but they have a lot of potential.”
- **As much as community grantees appear to benefit from them, high funder engagement approaches come with time and resource trade-offs.** Certainly a key challenge of a heightened partnership dynamic and individualized capacity-building attention is the burden placed on the regranting intermediary. Regrantors described effective practices—including unpacking capacity building needs, helping to shape proposals, co-designing workplans, in-person visits, regular check-ins, responsiveness to community grantee requests for assistance outside of their CLP grant—as critical for laying the groundwork of trust, relationships, and readiness necessary for effective capacity building with small community-based organizations. Some regrantors, even among those who expressed that they knew what it was going to take going in, underestimated just *how much* intensive, individualized assistance would be needed, particularly at the early/application stages. A few regrantors specifically called out that their time is not fully compensated within their CLP grant, with one sharing that they have “gone way over and above what is in their budget [for overhead functions]” and that even their consultants are “giving away some freebies” in terms of extra time. A different regrantor also shared, “we are losing money on CLP, as we are spending way more time than what we are getting paid for....all this value-added stuff takes time and money.” One regrantor shared that foundations not used to working with smaller organizations do not always understand the amount of staffing needed to give away so few resources.

- **Recognizing that power is inherent in any funder-grantee relationship, regrants must navigate dual roles as funders and capacity building providers.** Namely, while the former includes accountability and oversight functions, the latter requires earned community grantee trust to be candid about their challenges and open to mentoring and support. The overlapping of roles can raise some challenges, as described by one regrantor:

It's not TA versus funding, but you have two different roles and relationships, and that gets complicated.

Based on our interviews with regrantors, some appear better positioned to play dual roles of funder and capacity builder. One factor is *where the regrantor sits* within the community. For example, CRLA, IRLC and HomeBase regrantors described being able to leverage their status as non-profit organizations to connect with the community grantees that they funded, in part because they are facing similar challenges. Similarly, regrantors such as APIP, HIP, ACTA and the Horizons Foundation described being able to leverage community trust earned through long histories of advocating on behalf of the specific communities that they represent. The other major factor raised by multiple regrantors is the *length and intimacy of relationship*, which may be why regrantors with preexisting relationships with community grantees were able to realize quicker traction. Quotes from two different regrantors stress this point,

You can't just come in with a grant and tell people what to do, but if you know them, then you can come in with traction and mutual understanding.

* * *

Having a more intimate relationship has really made it possible for [community grantees] to come to me when things aren't working, which is the biggest deal because often you learn much more when things don't work.

Emerging Findings on Promising Regranting Approaches

Looking across CLP regrantor outreach and recruitment practices, focus and modes of capacity building work, and engagement with community grantees, we see several distinctions across regrantors that are beginning to illuminate promising approaches for capacity building within low-income communities and communities of color. These include, but are not limited to, approaches to culturally competent capacity building. Given that community grantee outcomes are still largely forthcoming, it is too early in CLP's implementation to definitively identify a set of evidence-based "best practices." That said, our analysis of regrantors' self-reflections on their practices suggests promising areas that we intend to continue to tracking and analyzing through this evaluation.

One of the most notable emerging findings is that the effectiveness of a capacity-building approach does not appear to depend on the regrantor's organization type or on a direct-versus-

contracting model. CLP funders' initial thinking about regrants' approaches posited that greater effectiveness might be tied to a particular organization type (e.g., a nonprofit versus a foundation), or to a particular TA provision model (e.g., grantor providing TA directly versus subcontracting TA out). From the data gathered thus far in the evaluation, the effectiveness of a grantor approach does not appear to hinge on these variables, but on an evolving set of promising practices captured here:

- **A mix of broad and customized support.** This was a recurring theme throughout our analysis as grantors endeavored to strike a balance between offering broad and customized support to their community grantees. We saw this at multiple levels. As described earlier, all grantors offered group trainings through convenings. On one hand, these provided important opportunities for establishing shared space and language, and for networking and sharing promising practices across organizations. However, a number of grantors indicated that group capacity building had its limitations, and observed drop-off in participation as community grantees at different points in their organizational life cycle required additional expertise and consultation specific to their situation. Towards this end, various grantors are simultaneously marshalling customized support for community grantees. For example, CFMC engages a team of two consultants and one foundation staff to work with grantees on individualized work plans. CRLA is piloting a new mini-grant strategy where, in addition to core operating support, community grantees are encouraged to submit a request for additional resources to respond to specific identified needs.
- **Flexibility and adaptability to “meet grantees where they are.”** Overwhelmingly, CLP grantors emphasized the importance of an approach that meets grantees where they are—both culturally and organizationally. The non-traditional funder engagement practices shared in the previous section exemplify how grantors did this by being flexible with their expectations and processes, and by tailoring them to the individual circumstances, stage of development, and current capacity of each grantee organization. One grantor clarified that this was not about “making exceptions” or “accommodating” organizations serving low income communities and communities of color, but rather,

[It is about] respecting where [community grantees] are at. You are not ‘accommodating’ them at that point, you are just respecting where they are.

- **Movement away from outcome-driven expectations and comfort with non-linear process.** Related to the bullet above, multiple grantors articulated a need to step back and examine assumptions that they bring as funders to the work. For example, one grantor described needing to shift expectations on what “will come out of” an interaction with a grantee, explaining,

The approach to time and the approach to agendaized elements that I’ve been accustomed to were irrelevant and insignificant in many ways. People wanted to talk about the story of their work. People wanted a relational experience, not a transactional one. I had to re-strategize so as to allow people to do the relational work that they wanted as a platform to get to the transactional work that

I was interested in...How to monitor the progress around capacity building, for example, was not something that I could jump into right away.

- **Balance between grantee self-determination with realistic levels of direction.**

Overwhelmingly, regrantors stressed the importance of “responsive” capacity building. However, an analysis of regrantor approaches seems to suggest the importance of counterbalancing grantee self-determination with structured guidance and feedback on realistic goals and outcomes for capacity-building work. On one hand, effective capacity building requires authentic buy-in and ownership from the community grantee, but on the other hand, at least two regrantors struggled with whether too much “freedom” had been given their community grantees, with one wondering whether the result that their hands-off approach had perhaps compounded preexisting issues of organizational instability. As one regrantor shared:

There’s the value of trusting the groups knowing what they need, but helping them shape it, because often they know what they need but they’re biting off way more than they can chew.

- **Asset-based orientation and attention to assumptions about who holds expertise.**

Capacity building can be an inherently deficit-oriented framework where needs are identified and typically external stakeholders impart resources, expertise, or tools to meet those needs. A couple of regrantors pointed out the cultural incongruence of this model within some communities, and stressed the importance of investing time to flip this paradigm, with SVCF explaining,

We talked about ‘what are your aspirations? What kind of organization you want to have? What kind of leader do you want to me? And do you have what it takes to get there?... Let’s also name in the process the strengths that you already have upon which we are going to continue to build this journey towards the place that you want to be....it became a completely different dialogue.

Inherent to an asset-based orientation is attending to assumptions of who holds expertise. All regrantors include *peer* convenings as part of their approach. Several regrantors cited the importance of peer sharing space within these meetings, and the value of facilitating dialogue about common challenges and promising models, and ultimately promoting a paradigm in which community organizations serve as resources to *each other*. One regrantor described the shift he observed, stating, “The grantees came to the meeting as a learner and also a presenter and I think it upped the game for everyone. And now they can be resources to each other.”

- **Intentional focus on building “organizational social capital.”** Multiple regrantors are mindful of the culture of philanthropy and its associated “foundation speak.” For community grantees who operate outside the scope of mainstream philanthropy, regrantors described the importance of their role as a “translators” and “connectors,” and their efforts to strengthen grantees’ organizational social capital by, for example, introducing and coaching community grantees through capacity building frameworks, intentionally connecting them with capacity building tools and experts, and

strategically leveraging their own networks to make funding and training opportunities available to their community grantees.

At this point in the evaluation, we have not systematically solicited feedback from CLP community grantees. However, we can see that the regranting approaches described in this chapter are at least partially addressing community grantee concerns and needs. At the regional Learning Labs held in Spring 2011, community grantees articulated a number of capacity-building approach recommendations that they wanted to highlight for CLP funders and regrantors. Key among these were: (1) the importance of multi-year funding support and “risky” investments in grassroots organizations; (2) coupling general support with targeted technical assistance; (3) customizing grantmaking opportunities and processes; (4) strengthening ties between community grantees and funders; and (5) cultivating capacity builders that have demonstrated knowledge of and commitment to diverse communities. Findings in this chapter suggest that—at least as a cohort—CLP regrantors are making headway towards implementing the first three recommendations, with growing attention to the last two.

II. Re-granting Strategy Community Grantee-Level Outcomes

As shown in the CLP Logic Model, the evaluation is tracking changes in capacity among community grantees in five core capacity areas: (1) *leadership capacity*; (2) *operational/management capacity*; (3) *adaptive capacity*; (4) *programmatic capacity*; and (5) *community/collaborative capacity*. These capacities were adapted from TCC Group’s Core Capacity Building Model,⁴ with additional dimensions included to capture what we have learned from organizations specifically serving low-income communities and communities of color.⁵ The five capacities and related sub-capacity areas are defined in more detail in Exhibit 6.

We do not expect that all community grantees will achieve outcomes in all five of these areas. Rather, the logic model assumes changes in capacity will differ by community grantees, area of capacity building focus, and regrantor strategy. However, the five capacity areas allow us to analyze the aggregated strengths and gaps across the CLP portfolio, document the growth of individual CLP community grantees, and shed light on the efficacy of different CLP capacity building strategies.

⁴ This framework and the Advocacy Core Capacity Assessment Tool were funded and prepared for The California Endowment. See *What Makes an Effective Advocacy Organization? A Framework for Determining Advocacy Capacity*. (January, 2009) TCC Group.
http://www.calendow.org/uploadedFiles/Publications/Policy/General/EffectiveAdvocacy_FINAL.pdf

⁵ See for example: *Building the Capacity of Advocates Representing Communities of Color: A Scan Commissioned by The California Endowment*. (September, 2010) Social Policy Research Associates.

The evaluation captures changes in CLP community grantee capacity in multiple ways:

- In Spring 2011, all CLP community grantees were asked to complete the My Healthy Organization© survey. MHO survey items have been mapped to the five capacity areas, in order to understand the capacity of community grantees during the early implementation of CLP. Community grantee responses will be revisited when the survey is re-administered in 2013, the final year of CLP.
- Beyond the MHO results, the evaluation also draws on regranting intermediaries' documentation of outcomes. This includes evaluation and grant reports (when available), as well regrantor reflections on progress.
- Finally, throughout our evaluation, we will prioritize lifting up the voices of CLP community grantees themselves. To date, we engaged a subset of community grantees through the 2011 Regional Learning Labs, and we anticipate gathering additional community grantee-level stories of progress through our upcoming site visits, planned for early 2012.

Exhibit 6:
Description of CLP Measures of Organizational Capacity

Capacity	Description	Specific Sub-Indicators
Leadership Capacity	<i>The ability of organizational leaders to vision, inspire, model, prioritize, make decisions, provide direction and innovate to achieve the organizational mission. Leadership capacity includes roles and skills of leaders to keep staff connected and accountable to organizational vision and progress, and to promote a mission-centered and inclusive approach to decision making. Board has ongoing commitment and strategy for its own capacity building and successor. Leaders have been identified and cultivated.</i>	<ul style="list-style-type: none"> • Board development • Board leadership • Organizational • Organizational leadership and decision-making • Sustainability of leadership
Operational/ Management Capacity	<i>The ability of an organization to effectively use its resources to ensure efficient operations, including: proper facilities and related management skills; strong fund development strategy and financial operation systems; the attraction, development, and retention of qualified, diverse staff and volunteers; teamwork and clear communication throughout the organizational structure; and adequate technology infrastructure and related skills.</i>	<ul style="list-style-type: none"> • Facilities • Fundraising and fiscal management • Staff assessment and development • Staff recruitment and retention • Staff relations • Team based management and staff structure • Technology and information system capacities • Volunteer management
Adaptive Capacity	<i>The ability of an organization to monitor, assess and respond to internal and external pressures and changes. This includes proactive use of strategic decision-making tools such as organizational self-assessments, client needs assessments, programmatic learning, field trend analyses, etc. Also measured by the ability to maintain financial and staffing stability within changing internal and external contexts.</i>	<ul style="list-style-type: none"> • Access to and use of decision-making tools and supports • Organizational and environmental learning • Programmatic learning • Resource sustainability and adaptability
Programmatic Capacity	<i>The ability of an organization to plan, implement and evaluate programs that resonate with community needs and align with organizational missions. This includes the necessary organizational resources and infrastructure, as well as staff knowledge, skills, and cultural sensitivity to effectively and efficiently deliver services that meets community need and builds upon community assets.</i>	<ul style="list-style-type: none"> • Program delivery • Program evaluation • Program staff management
Community/ Collaborative Capacity	<i>The ability of the organization to effectively outreach to, partner with, and directly engage low-income communities/communities of color that they represent and serve. Includes ability to establish credibility and trust with LIC/CoC, and engage in meaningful partnerships among diverse stakeholders. Also includes ensuring that the beliefs, values, and practices of served communities inform—and are reflected in—organizational policies, programs, and staffing.</i>	<ul style="list-style-type: none"> • Community alignment • Community engagement • Community outreach

Analysis of Community Grantee Capacity (Spring 2011)

The MHO survey was included in our evaluation to gather comparable data across the community grantee portfolio. This particular survey was selected because it is one of the few tools specifically designed for social-justice service and advocacy organizations and, therefore, has great potential to advance thinking about strengthening capacity of organizations serving low-income communities and communities of color. Further, the MHO specifically takes into account different life stages of organizations and can providing meaningful information to a wider range of community grantees being supported within CLP.

The survey itself consists of 57 capacity dimensions and 13 open-ended questions and asks multiple respondents from the same organization to rate their organization along a four-level continuum. The four levels range from organizations with processes, policies, and systems that are informal and reactive (Level 1) to those organizations that are strategic, transparent, and proactive (Level 4), as described in the MHO assessment guide:⁶

- Level 1: Generally, this level corresponds to a small, young, start up organization, or an internal area that has not yet been focused on. Organizations in level 1 tends to be volunteer-run or with a small staff, driven by a passionate vision, high energy and a committed small group, and sometimes informal in its processes and practices, and more spontaneous and reactive to situations and crises.
- Level 2: Organizations at this level are more structured and have basic awareness of and intention regarding planning, program, organizational design by a few people. Organizational processes are still often informal or inconsistent.
- Level 3: Organizations at this level demonstrate more organization-wide and shared awareness, intention, cross-program understanding, and consistent practice, higher level of stability, increased awareness of internal and external factors, and commitment to long-term existence. There are moderate levels of capacity and structure in place.
- Level 4: Organizations in this level are high performing, effective organization. Roles and processes are clear, skills and resources match organizational needs. Practices and policies are written, transparent, understood, and consistently implemented organization-wide. Strategic and proactive thinking and commitment to leadership development at all levels is a priority.

Because the MHO survey was not administered until most regranting efforts were well underway, the following findings do not represent a true “baseline” of community grantees at the beginning of the grant period. However, analyzing community grantee responses to the MHO in

⁶ My Healthy Organization Assessment Guide.
http://www.myhealthyorganization.org/languages/en_US/images/docs/assessment_guide.pdf

the spring of 2011 offers a useful point-in-time snapshot of capacity during early CLP implementation. Of the 100 community grantees supported by the re-granting strategy, 59 are included in our analysis.⁷ For more information on the response rates and representativeness of the sample, the mapping process, the reliability of the measures, and limitations to our analyses, see Attachment A-MHO Technical Notes.

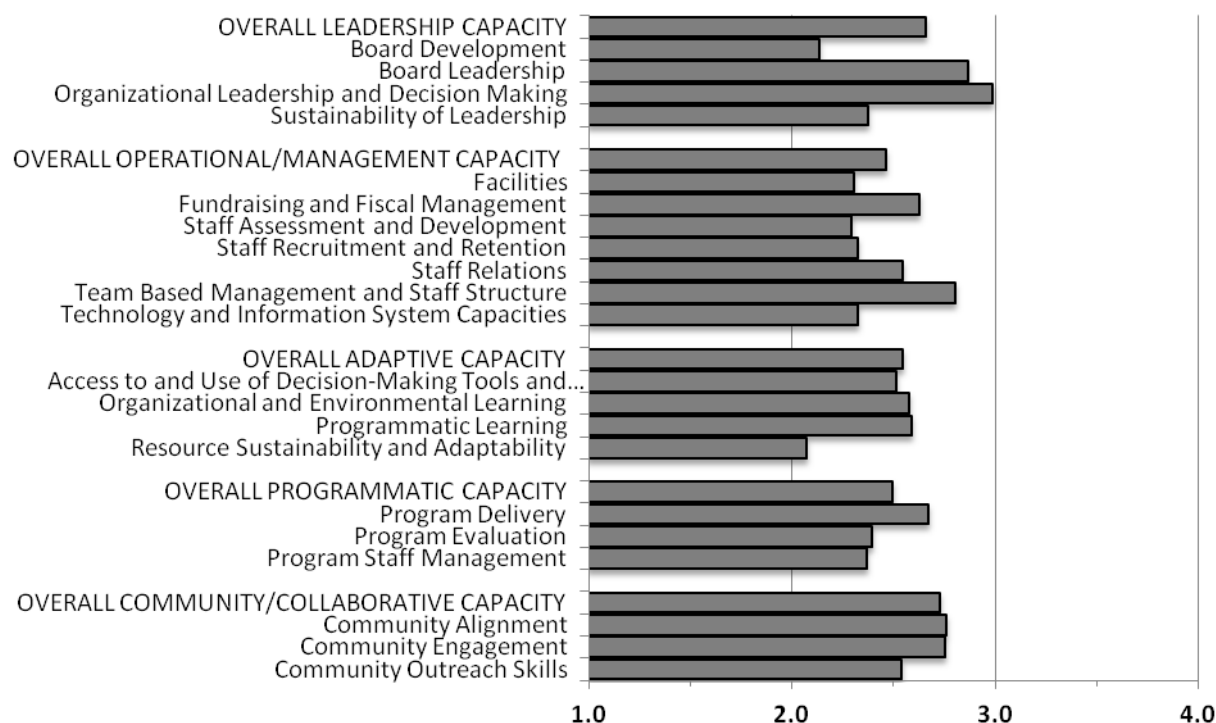
Overall Findings

We divide the key findings on capacity outcomes, as measured by items on the MHO assessment, into two sections: 1) overall findings across community grantees; and 2) findings within community grantee subgroups, including by region served, organizational budget, and field.⁸ Exhibit 7 presents a summary of average capacities and associated sub-capacities. For full results, see Exhibit 4 in Attachment A.

⁷ Specifically, 51 community grantees of the 11 CLP regrants took the MHO assessment, and an additional eight community grantees from the Rose Foundation took an alternative organizational assessment that was reviewed and approved by SPR. Results from the latter group were mapped to separately to the five capacities and associated sub-capacities in order to include their results in the sample analyzed and presented in this report.

⁸ Unless otherwise noted, results presented in this section are descriptive only and not based on tests for statistical significance. Only a select number of relationships were tested for statistical significance for two reasons. First, many of the subgroups (e.g., by budget size, region, field) were smaller than 30 and unlikely to produce the normal distribution of scores required for parametric tests like t-tests and F-tests. Second, conducting numerous tests would result in a multiple testing problem, which, without appropriate corrections, would lead to increased risk of finding statistically significant results where none existed (Type 1 error).

**Exhibit 7:
Average Scores by Capacity and Sub-capacity**



Across all grantees, the following findings emerged from the data:

- Overall, community grantees did not show much differentiation across capacity areas**, with scores clustered in a small range from an average low of 2.47 (*operational/management*) to an average high of 2.73 (*community/collaborative*), although the five mean capacity area scores were statistically significant different from each other.⁹ There was also a significant difference between the highest sub-capacity (*organizational leadership and decision making* -2.99) and the lowest sub-capacity (*resource sustainability and adaptability* -2.07).¹⁰ Further, **no matter how we analyzed the scores, no average capacity areas or sub-areas exceeded Level 3** across all community grantees. These scores indicate that the grantees, on average, are between informal and inconsistent processes, with a basic awareness (Level 2) and higher stability, more consistent practices, and greater organization-wide awareness (Level 3). Not only do these scores reflect the life cycle stage of CLP grantees in Spring of 2011, but they also show opportunities and areas for grantees to bring their organizations to the next level.

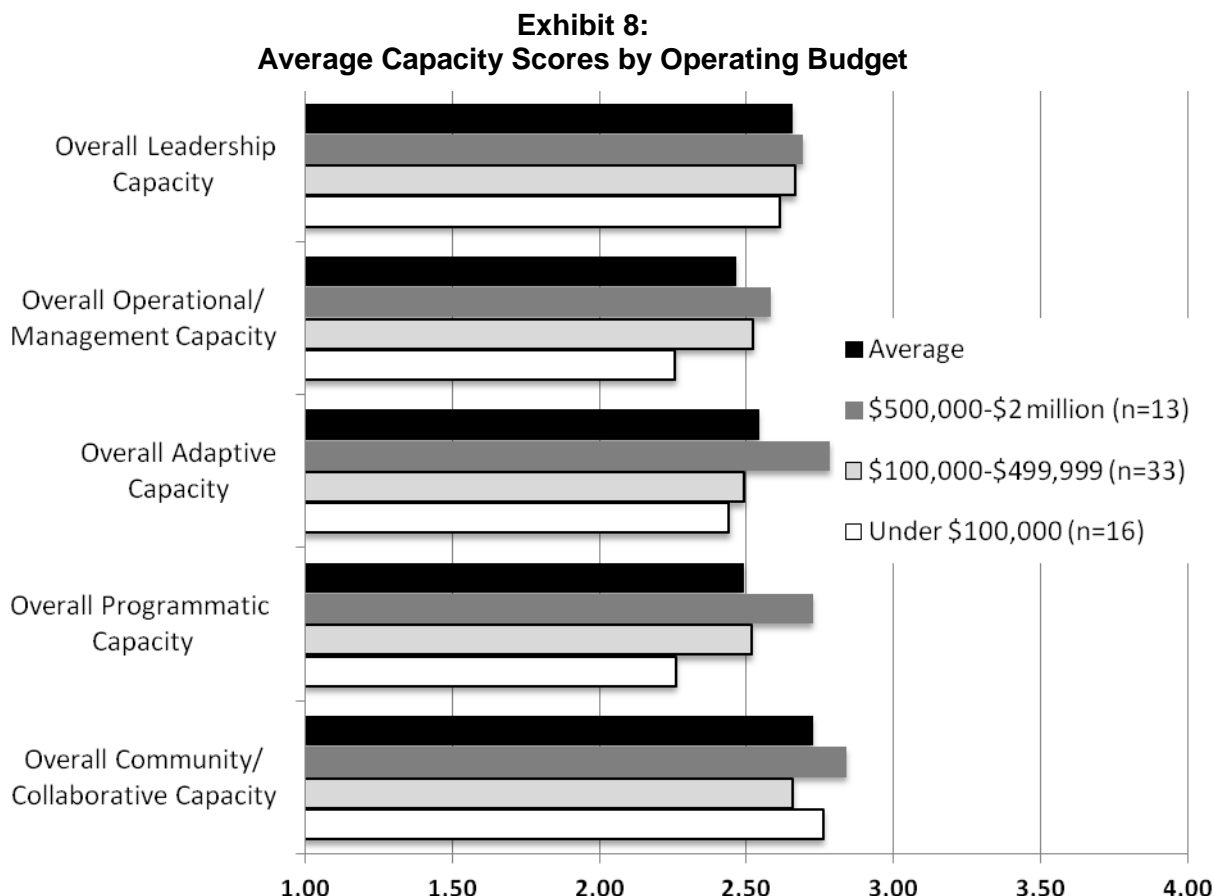
⁹ Although the range of the average scores was only 0.26, a multivariate test on the means of the five capacity areas revealed that they were statistically significantly different from each other: $F(4,55) = 10.53, p < 0.00$.

¹⁰ *Organizational leadership and decision making* ($M = 2.99, SD = 0.49$) over *resource sustainability and adaptability* ($M = 2.07, SD = 0.74$), $t(57) = 8.57, p = .001$.

- **The two capacity areas with the highest average scores are *leadership* (2.66) and *community/ collaborative* (2.73).** Relatively higher scores in *community/ collaborative* capacity are understandable, given that CLP targeted organizations that serve low-income communities and communities of color and have presumably built strong and trusting relationships with served communities over time. Relatively higher scores in *leadership* capacity area are somewhat surprising given that leadership is currently such a strong area of focus for regrantors and their community grantees. However, the higher overall leadership scores make sense when more closely examining the variation across leadership sub-areas; while *board leadership* (2.87) and *organizational leadership* and *decision making* (2.99) rank relatively high, *board development* (2.13) and *sustainability of leadership* (2.37) represent capacity challenges across community grantees.
- **The two capacity areas with the lowest average scores are *operational* (2.47) and *programmatic* (2.49).** Less developed *operational* capacity corresponds to the emphasis of CLP regrantors and community grantees' on improving various aspects of their organizational operations, particularly fundraising. The lowest operational sub-capacities correspond to areas where CLP regrantors are placing particular emphasis and include *facilities* (2.30), *staff assessment and development* (2.29), *staff recruitment and retention* (2.32), and *technology and information system capacities* (2.32). Lower scores on *programmatic* capacity are less expected, given that CLP regrantors and community grantees are not focused on this area. One possible explanation is that many community grantees are more focused on day-to-day operations and survival rather than more advanced capacities like *program evaluation* and *program staff management*, which require a strong operational base.
- **Community grantees' *adaptive* capacity scores are somewhat surprising.** Given (1) high levels of expressed CLP regrantor concerns about the internal and external pressures facing CLP community grantees and (2) the implicit assumptions about the lower sophistication levels of CLP community grantees, one might expect adaptive scores to be much lower. Instead we see community grantees ranking relatively highly on sub-capacity areas of *access to and use of decision-making tools and supports* (2.51), *organizational and environmental learning* (2.58), and *programmatic learning* (2.59). Based on our understanding of where CLP re-grantors have been investing their efforts with their grantees, we suspect that what we are potentially seeing an *effect* of CLP, and that these scores in particular would not be the case if we had established a baseline prior to CLP implementation.
- **Despite the high adaptive capacity score, the lowest sub-capacity area across *all* capacity areas is *resource sustainability and adaptability* (2.07).** This finding confirms the value of CLP resources to this set of grantees, and the high levels of investment that CLP regrantors have placed in proactive supporting diversified and innovative fund development within their respective portfolios in response to the challenges of the economy.

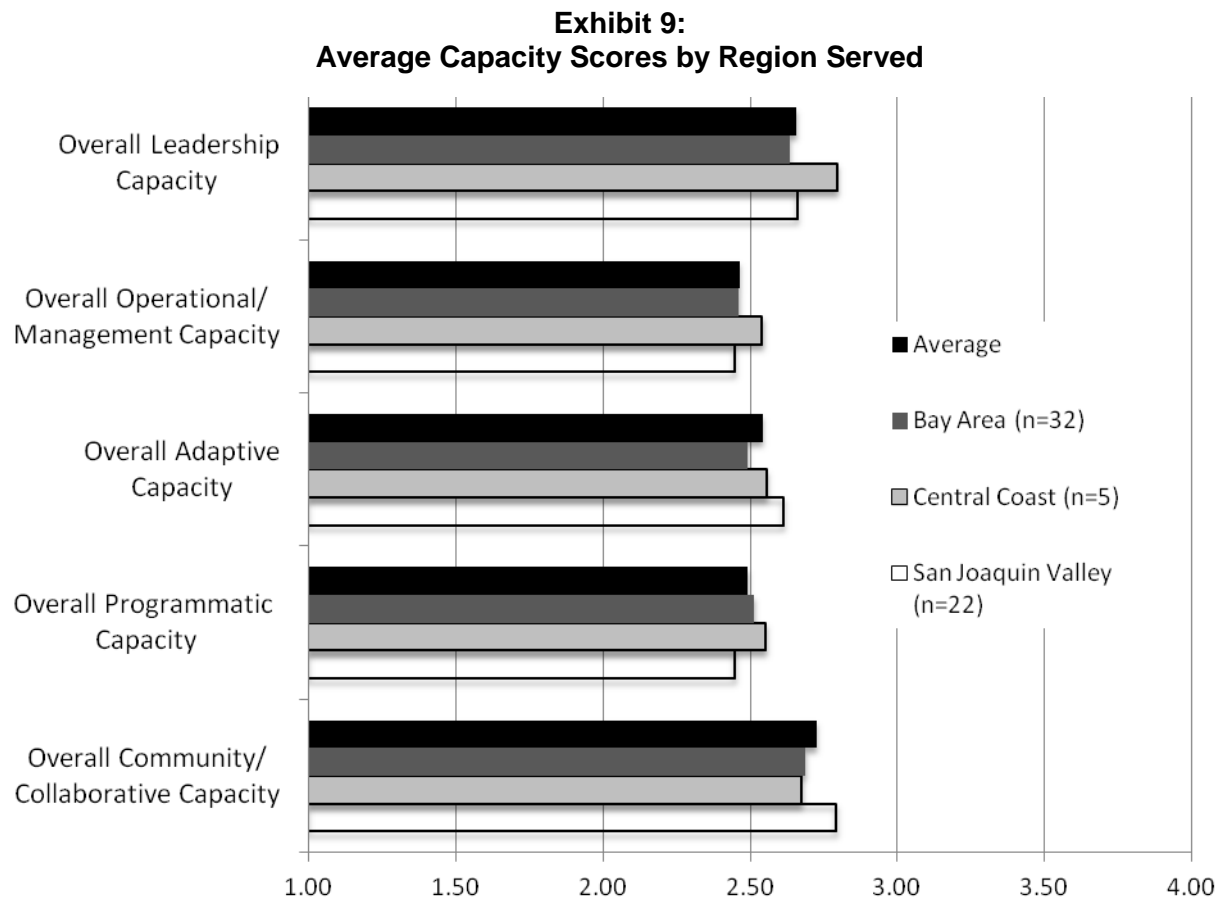
Sub-analysis findings by operating budget, region and field of focus (see Exhibits 8, 9, and 10), revealed the following trends:

- **Not surprisingly, we see marked differences in capacity by organizational budget size.** Specifically, small-sized (under \$100,000) and medium-sized community grantees (\$100,000-\$499,999) demonstrate consistently lower capacity than community grantees with budgets over \$500,000. Larger community grantees are notably more advanced in *operational/systems*, *adaptive*, and *programmatic* capacities compared to smaller community grantees. Smaller community grantees do outscore their larger counterparts on several subscales within *operational*, including *staff relations* and *team-based management and staff structure* (2.60 and 2.83 for small-sized grantees versus 2.44 and 2.73 for large-sized grantees).



- **Less regional differences in capacity exist than expected given the overwhelming emphasis on the challenges faced by organizations in the San Joaquin Valley.** Grantees serving San Joaquin Valley outscored grantees serving other regions on *adaptive* and *community/collaborative* capacities but did show room for improvement in *resource sustainability and adaptability* (under *adaptive*) and *program staff management* (under *programmatic*), which fell below the Level 2 cut-off. Among the three regions served, the Central Coast had the highest proportion of capacity scores and sub-area scores above 2.5 (over 70%), including two leadership sub-areas above Level 3 (*board leadership* and *organizational leadership and decision making*) but also the smallest number of grantees at 5, compared with 22 in San Joaquin and 32 in the Bay Area. Interestingly, community grantees in the Bay Area scored the lowest in

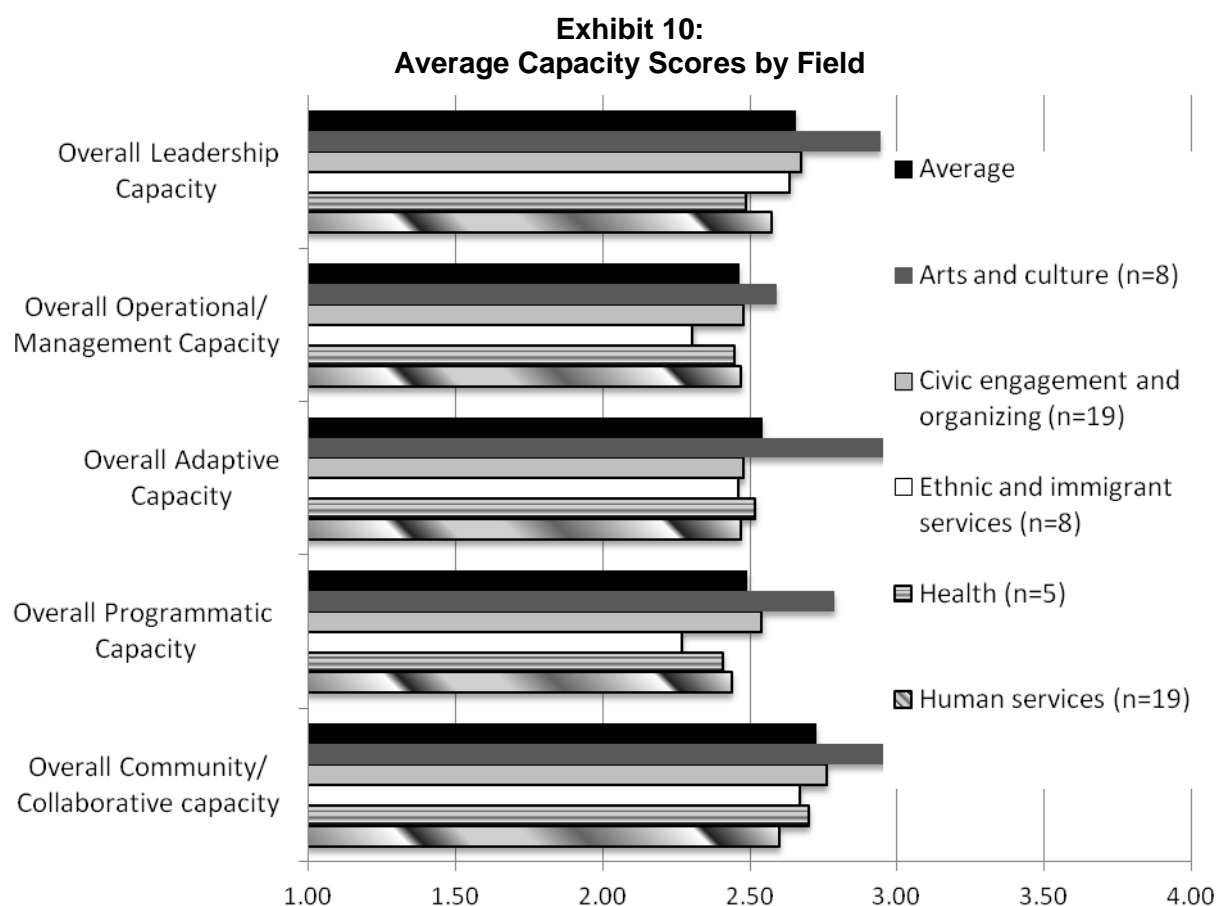
two of five capacity areas.¹¹ While one might assume that Bay Area nonprofits may have greater capacity than counterparts in other regions, this finding likely reflects the intentional focus of Bay Area regrantors on reaching small, less established community grantees.



- Surprisingly significant differences in capacity also emerged from the data when analyzed by field.** Specifically, Arts and Culture community grantees showed higher levels across all main capacity areas, typically followed by Civic Engagement and Organizing. Arts and Culture grantees also had the greatest number of capacity scores above Level 3, a total of nine, compared with one in Civic Engagement and Organizing and one in Health (see Appendix B). Community grantees focusing in Health, while more or less average or slightly below average across most capacity areas, also have the lowest capacity levels in the sub-areas, with a total of 4 sub-capacity scores below Level 2, see Appendix B). Across all the capacity areas, grantees in Ethnic and Immigrant Services scored below the average, including the lowest average scores among the different fields in *operations* and *programmatic*.

¹¹ The differences between these scores for community grantees serving the Bay Area and the Central Coast, the next lowest average, was not statistically significant.

These relatively lower scores indicate capacity areas in which CLP and the regrantors can provide further support to organizations that provide Ethnic and Immigrant Services.



Emerging Community Grantee-Level Progress

In documenting community-level outcomes for this report, we faced several challenges of note. Although most re-granting partners are approximately half-way through their CLP implementation at this point and most were able to share anecdotal examples of progress from within their respective portfolios, many felt it was still too “early” to formally or systematically report outcomes. At least one regrantor (HIP) had yet to receive its first round of grantee progress reports (due in late fall 2011). Others described challenges in separating out the impact of CLP from the broader programmatic support provided by the foundation. Further challenging our efforts to gather mid-grant outcome data, is a wide range of regrantor practices related to tracking grantee progress and outcomes, as well as varying levels of evaluation access to community grantee reports by re-granting partner. Most regrantors do not have formal evaluations in place or, in the case of two regrantors (The San Francisco Foundation and the Horizons Foundation), have yet to launch their formal evaluation. A number of regrantors do not

have formal or traditional reporting requirements in place either—sometimes in response to what they felt were unfair “stressors” to place on small, grassroots organizations. Thus, regrants sometimes choose to use phone check-ins or site visits in lieu of regular grantee reports, which make systematic documentation of grantee outcomes more challenging.

There are also a number of contextual challenges to the realization of grantee progress. The first contextual factor is the very nature of the organizations that are targeted by CLP—specifically small, sometimes fledgling, grassroots organizations that are sometimes struggling to keep their doors open, let alone realize (and document) concrete capacity-building outcomes. The second factor is the state of the economy. As one regrantor noted, “With the economy right now, survival is success.” At least one regrantor (HIP) described a community grantee that, given the economy, was forced to refocus its capacity-building project (on board development rather than advocacy capacity). Given the context of both organization-type and economy, it is not surprising that another regrantor described community grantee progress as “oscillatory rather than linear.”

The issues above present major challenges to our ability to document community grantee outcomes, and likely require some changes to data collection requirements for regrants and community grantees. Nevertheless, the community-level story of progress that we were able to capture shows promise for CLP investments thus far. In this section, we highlight these emerging community-level outcomes by each of the five capacity areas in the CLP logic model, as well as some of the contextual factors faced by CLP community grantees in achieving progress.

Leadership Capacity

This is an area where a majority of regrants have at least in part focused their efforts, and accordingly, where many reported emerging progress. The outcomes in this area are largely anecdotal changes reported by CLP regrants, rather than empirical pre-/post measures of changes in leadership capacity of CLP community grantees.

- ***Leadership development.*** As CLP regrants reflected on the leadership challenges within their respective portfolios, many discussed the real pressures faced by leaders of small organizations with limited or volunteer staff. Regrants expressed concern about the “depth of leadership” within these organizations and the implications of having so much of the organization’s success being driven by one individual. Many shared numerous examples of how these leaders have benefited from investments in leadership development training. For example, WFC described the transformation of one community grantee leader who has “learned how to be more organized, build a more organized, efficient organization and position himself as a leader to grow his organization.” Rose Foundation similarly observed how leadership training allowed a young leader

from within their portfolio to increase his confidence and invest in self-care strategies that have allowed him to be a more effective leader. The regrantor shared,

He has been operating full steam ahead on half a budget. This process has helped him to realize that he can't keep doing this...He is at a critical juncture. This [CLP grant] is allowing him to see if he can operate at 100% of his budget instead of half.

- **Leadership transition support.** Regrants also cited several examples of community grantees that are facing leadership turnover, (in at least once case, traumatic turnover, as the organization fired its executive director and reconstituted its board). According to these regrantors, the timing of the CLP grant has been critical for infusing external consultation and ensuring stability during a time of transition. For example, one of AAPIP's community grantees who faced a lot of staff turnover in this grant window was able to hire an interim staff member who is restructuring their administrative systems and serving as a management consultant to help navigate them through transition. In their grant report to AAPIP, this community grantee shared, "[the CLP grant] has provided vital financial support for us."
- **Board development.** Another commonly discussed challenge that bears itself out in the discussion of MHO data above, was multiple community grantees who are "confronting long-standing challenges of ineffective boards." In some cases, this was called out as a challenge related to different historical or cultural notions of the roles that boards serve. Several community grantees have benefited from investments in board recruitment and nomination processes, development of policies related to board roles and responsibilities, or board development through consultants and/or retreats. CRLA shared an example of a small, largely volunteer-run organization from within his portfolio, whose board attended a retreat where they were given a strong message about their critical role in driving growth and fundraising of the organization if it is to survive. According to the report back from the retreat, "the Board was a little shocked," but the ED was grateful for the opportunity to create an opening for this conversation. SCVF shared how their ethnic-based community grantee was struggling with engaging board members "beyond honoraries or signatories, but as critical to the conversations that are going to shape the strategy of the organization." As a direct result of the CLP grant and consultation, this organization was able to work with its board on new initiative to develop the leadership capacities of youth and women in the Muslim community.

Operations/Management Capacity

Along with leadership capacity, operational capacity was the second major area of focus for regrantors and their community grantees' capacity-building efforts. While the operational capacity encompasses a relatively broad range of sub-capacity areas, community grantees' sparse and preliminary outcomes are generally in the areas of fundraising/fiscal management, facilities, and technology/information systems. By contrast, though the operational capacity covers a

number of sub-capacities concerned with staffing (recruitment, development, retention, and relations), only three regrantors specified examples of community grantees that hired staff as part of their organizational capacity-building work.

- **Fundraising/Fiscal Management.** Grantees across multiple regrantors have developed, or are in the process of developing formal fund development plans—sometimes for the first time in their organizational histories. This is particularly the case with the community grantees of CFMCO, which is also supporting at least one of its grantees with a financial review and developing a financial management system. HomeBase has also provided direct assistance related to finances and, as a result, one of its grantees has made progress on defining a vision that “funders can get behind.” Multiple community grantees of both the Rose Foundation and AAPIP have hired grant writers to help with fund development. Perhaps the most significant cited outcome in this sub-capacity area has been a shift in thinking about fund development. SVCF reported that executive directors among its grantee portfolio have evolved to a more sophisticated approach to fund development, shifting their focus from simply acquiring resources to building sustainable partnerships with potential donors.

It's no longer, 'just give me money' or 'tell me where the money is,' or 'connect me to people with the money,' but their conversation has shifted to, 'let's understand that we are going to be building partnerships with folks that can invest in making a change in this particular issue area and in order to do that, there are some elements that need to be in play.'

- **Technology/Information Systems.** Four regrantors specified progress in this sub-capacity area, with most of the outcomes associated with computer purchases and system upgrades that sometimes had immediate and wider effects. For example, one community grantee of the Rose Foundation upgraded their database platform to allow for a merge of their disparate membership files. This has allowed for better tracking and communication with partners, as well as an expanded social media presence. Another community grantee of CRLA purchased a centralized data management system to allow for improved internal tracking and grant reporting processes. A third community grantee from ILRC's portfolio reports computer purchases that have translated to improved inter-staff communication and the ability of their executive director to respond to emails from outside the office. At least three regrantor representatives (ACTA, CRLA, and Rose Foundation) have specifically mentioned the valuable role played by ZeroDivide in helping their community grantees identify technological needs and make subsequent purchases—e.g., for website design, media tools, or computers.
- **Facilities and Office Systems.** Although there are only a few examples of community grantees with reported outcomes in this area, the progress has been transformative, with one organization moving from the executive director's living room to a dedicated office space, another moving from a small shared cubicle to a larger office with community meeting space, and still another moving to dedicated office space after essentially operating from the executive director's car. In the latter case, CFMCO reports that the organization has not only secured office space, but has “managed to get a part time administrator and office set up,

along with a system for managing the fundraising and office systems...and making headway on a financial system.” According to Rose Foundation, who reports two grantees that are no longer working from their homes, the moves have had “direct, positive impacts on the grantees’ effectiveness and professionalism.”

Adaptive Capacity

Our interviews with CLP regrants reflect high levels of concern about their community grantees within the current economy. In some cases, the CLP grant has provided “breathing room” to invest in adaptive capacity building to survive. A couple of regrants described examples of organizations from within their respective portfolios that “would have folded if they did not receive this [CLP money],” and who have subsequently taken decisive action to ensure their long-term sustainability.

- ***Intensified focus on strategic planning and visioning.*** As a result of their involvement in the CLP, a number of community grantees have gained exposure to capacity-building frameworks that encourage thoughtful reflection on current and desired organizational capacity to achieve their respective missions. For example, one community grantee of the Women’s Foundation focused on developing an organizational needs assessment process with goals, objectives and strategies for achieving measurable outcomes to meet its mission of addressing the educational, employment and health concerns of Asian Pacific Women. Another Women’s Foundation community grantee has also engaged in a strategic-planning process for meeting its mission of addressing racial disparities in health through education, support, advocacy and leadership. The Directing Attorney at CRLA spoke to how the smallest community grantees within his portfolio benefited from even a basic introduction to nonprofit management frameworks, sharing:

We all got the sense that it was like opening a curtain for the grantees, that they didn’t even know was there. About some of these capacity building skills the general sense was ‘I didn’t even know there was a body of knowledge around this area at all. I thought we were all just flying by the seat of our pants here.’

- ***New innovations in fund development.*** This is probably most evident within the Alliance for California Traditional Arts (ACTA) cohort, where the explicit focus has been on encouraging micro-enterprise solutions to fund development goals. Within this portfolio of community grantees, one community grantee has started offering trainings as an earned income venture. Another is generating earned income through dance classes that were previously offered for free. Still another organization dedicated to the preservation of Mexican and Latin American art and culture launched a new website with a PayPal account to accept website donations, and another conducted a special event where they raised funds to provide scholarships to students of Oaxacan descent living in Kern County.

Programmatic Capacity

Our interviews with CLP regrantors did not indicate programmatic capacity as a significant area of investment or progress. That said, some of the reported changes appear to have the most direct relationship to improved services and resources for the low-income communities and communities of color that CLP grantee serves. Specifically, regrantors reported the following:

- ***Taking programmatic work to another level.*** Particularly for largely volunteer-based organizations, the CLP grant appears to have represented an opportunity to staff up such that they could consider program designs otherwise impossible to implement. One previously volunteer-run organization within AAPIP's community grantee portfolio, for example, described in their grant report how CLP resources had allowed them to realize projects that have been in discussion for a long time. Specifically, after years of discussing this as a goal, they were able to engage South Asian youth in organizing by holding a youth four-day youth summit for Desi teenagers and young adults to learn about progressive issues, gain basic organizing skills, connect with other South Asian activists. Another Hispanics in Philanthropy and Women's Foundation community grantee focused on teen pregnancy prevention in the Fresno area was able to double their reach from 200 to 400 youth service as a result of being able to hire a health educator to work at two local high schools. Another CRLA community grantee serving an indigenous population in the Central Valley was also able to step up their efforts to recruit community members to participate in medical interpretation trainings through their CLP grant.
- ***Greater culturally responsiveness in programs serving LIC/CoC.*** In a couple of cases, CLP grants have afforded community grantees the opportunity for deep self-reflection with the goal of greater cultural responsiveness to the communities they serve. For example, one organizing group within AAPIP's community grantee portfolio hosted an externally facilitated classism workshop for staff that created an intentional space for them to discuss class privilege and institutional patriarchy. Another service-based grantee of the Community Foundation for Monterey County has invested in deeply examining a greater process for serving their predominantly Latino and indigenous clients in culturally sensitive ways, both conducting a community assessment and fostering network development with community leaders.

Community/Collaborative Capacity

Particularly given the low-income communities and communities of color that CLP community grantees serve and represent, their ability to effectively outreach to, partner with, and directly engage these communities is particularly critical. Within this final capacity area, a few clusters of outcomes surfaced in our interviews with CLP regrantors:

- ***Increased organizational connections to advance the work.*** By design, most CLP regrantor efforts included networking opportunities across their portfolios, which has likely influenced the degree of progress that CLP community grantees have made in meaningfully connecting with organizations within their regions.

At least one regrantor expressed surprise that—despite the diversity of organizations within their portfolio—the demographics of the low-income communities that they represent could serve as such a powerful connection. The program manager of the Civic Engagement Fund at AAPIP reports that not only do their community grantees have a greater understanding of each other’s programs and issues, they are also taking it to the next level and actively either attending or cross-promoting each other’s events, or, jointly sponsoring events. An excerpt from two CLP community grantee progress reports reads,

Participation in the [CLP-funded] program has allowed us to meet and work with organizations that we were unlikely to have worked with as deeply...though we are aware that many organizations share the same issue areas and priorities, it has been the [CLP funded work] that has acted as a catalyst to our active engagement and collaboration with them.

* * *

Building institutional relationships in an organic way, and not just in moments of crisis or response, is one of the most beneficial things we have been achieve inside our [CLP funded] learning circle.

- ***Strengthening and directly engaging leaders from the served community.*** CLP grants have also allowed a range of community grantee organizations to actively engage the targeted community in their work. This was particularly the case with social change organizations, who have been able to strategically invest in outreach and community leadership development. One Women’s Foundation community grantee has trained and organized monolingual Spanish-speaking mothers in the Central Valley to advocate for an end to environmental toxins that are linked to a high incidence of babies born with cleft palates and underdeveloped brains in and around Kettleman City; women engaged this effort are having their voices heard at community meetings for the first time. Another Women’s Foundation community grantee has created trained nail salon works to be advocates and leaders on environmental justice issues.

In summary, CLP community grantees represent a diverse group of organizations who hold great potential to benefit from CLP investments in capacity building. MHO data shows that organizational capacity of most grantees in Spring 2011 clustered in a small range representing organizations with basic intention around planning, program and organizational design, but still lacking consistent and formal practices to maximize organizational capacity. Further, as a cohort, none reported capacity scores that are indicative of *high*-performing organizations. Specific sub-areas that represented the lowest areas of capacity (and, correspondingly, the highest opportunity for potential investment) include: resource sustainability and adaptability; board development; staff assessment and development; and facilities. While there are some unexpected differences in capacity when looking at CLP community organizations by region and

field, the biggest factor influencing organizational capacity was the size of the organization itself. Our analysis of the data show marked drop-offs in capacity among organizations with budget sizes over and under \$500,000.

Finally, while we are still lacking comprehensive and systematically collected outcome data, even at this mid-point, CLP regrantors are reporting exciting examples of how CLP investments are having traction within their respective portfolios. Many shared examples of CLP community grantees that now have new or strengthened leadership at the helm, who have begun to have difficult conversations with their boards, or have new organizational systems in place to support fiscal and technological management. CLP community resources have been transformative for at least three organizations that were previously operated out of homes or cars, and who now have dedicated office and meeting space to better serve their clients. Several examples were shared by CLP community grantees of an intensified focus on strategic planning and visioning, sustaining themselves through the economic downturn, and piloting new microenterprise or fund development innovations to creatively sustain their work. Finally, CLP community grantees were described as being better positioned to serve the low-income communities in which they are embedded—through strengthened outreach and programming, authentic partnerships, and meaningful investments in community leadership development within the served community. See the CLP 2011 Report Executive Summary for a summary of the cross-cutting themes, findings, and recommendations.

Attachment A: MHO Technical Notes

This attachment provides technical information on data collected to measure capacity areas across the community grantees using the My Health Organization© survey and one alternative assessment.¹ The attachment describes how the items on the MHO items and alternative assessment were mapped to the five capacity areas, the response rates across regrantors and community grantees, the reliability of the capacity area measures, and the limitations to our analyses. The data presented here were collected in Spring 2011 to present a snapshot of grantee capacity toward the beginning of implementing CLP grants.

Mapping Assessments to Capacity Areas

Mapping the MHO and alternative assessment items to the five capacity areas was an iterative process conducted by task leaders from the evaluation team familiar with the TCC Group's Core Capacity Building Model and evaluating organizations that serve low income communities and communities of color.² As part of the logic model process, team leaders built on the TCC capacity areas and adapted the model to include a core component focused on community and collaborative capacity. Within each capacity area, team leaders also expanded and/or developed specific sub-capacity descriptions and indicators. Two leading members of our team completed an initial mapping of the items on the MHO and alternative assessment to the capacity and sub-capacity areas.³ Based on these mappings, we created initial capacity and sub-capacity area scores and checked the reliability of these measures using Cronbach's alpha (see reliability section for more information). Measures with initial reliability estimates below 0.70 were carefully reviewed to ensure items that were mapped to the same construct could be expected to be internally consistent. Careful review of items on the assessments led to some adjustments to the mapping and how we calculated the capacity and sub-capacity scores.

Response Rates

One challenge we faced in collecting these capacity data was the additional burden it placed on grantee organizations, which translated into an overall low response rate across the community grantees. While community grantees from each regrantor participated, the overall response rate

¹ The eight community grantees of the Rose Foundation completed an alternative assessment.

² See *What Makes an Effective Advocacy Organization? A Framework for Determining Advocacy Capacity*. (January, 2009) TCC Group.
http://www.calendow.org/uploadedFiles/Publications/Policy/General/EffectiveAdvocacy_FINAL.pdf

³ Some of the MHO and alternative assessment items were mapped to more than one capacity or sub-capacity area.

at the community grantee level was 59% (59 of 100 community grantees), summarized in Exhibit 1 below. Within each community grantee, the number of respondents ranged from 1 to 22, with an average of three to four respondents per grantee. Although regrants encouraged as many individuals as possible at each of their community grantees to complete the survey, nearly half (44%) of the grantees had only one individual complete the MHO or alternative assessment. In some cases, one individual completed the assessment based on summarized input from the board and staff. In total, 203 respondents completed the MHO assessment and eight completed the alternative assessment used by the Rose Foundation.

**Exhibit 1:
Response Rates by Regrantor**

Regrantor	Community grantees	Community grantees with capacity data	
		Number	Percent
Asian Americans/Pacific Islanders in Philanthropy	13	8	62%
Alliance for California Traditional Art	8	5	63%
California Rural Legal Assistance	9	2	22%
Community Foundation for Monterey County	9	2	22%
Hispanics in Philanthropy	6	2	33%
HomeBase	5	4	80%
Horizons Foundation	7	3	43%
Immigrant Legal Resource Center	7	3	43%
Rose Foundation	8	8	100%
The San Francisco Foundation	9	9	100%
Silicon Valley Community Foundation	10	7	70%
Women's Foundation	9	6	67%
Total	100	59	59%

To further examine the representativeness of the sample of community grantees with capacity data for the overall group of CLP community grantees, we compared the two groups along key characteristics, including budget, region served, and field (see Exhibit 2 below). For these three characteristics, the sample of community grantees with capacity data appears relatively representative, although community organizations serving the Bay Area and Civic Engagement and Organizing grantees may be over-represented in the data. Although no marked differences

standout in Exhibit 2, we caution readers to keep the overall low response rates in mind when interpreting the results (see limitations section for more information).

**Exhibit 2:
All Community Grantees versus Community Grantees with Capacity Data**

Characteristics	All community grantees		Community grantees with capacity data	
	Number	Percent	Number	Percent
Budget				
Under \$100,000	30	30%	16	27%
\$100,000-\$499,999	45	45%	30	51%
\$500,000-\$2 million	25	25%	13	22%
Region				
Bay Area	44	44%	32	54%
Central Coast	16	16%	5	9%
San Joaquin Valley	40	40%	22	37%
Field				
Arts and culture	18	18%	8	14%
Civic engagement and organizing	24	24%	19	32%
Ethnic and immigrant services	15	15%	8	14%
Health	8	8%	5	8%
Human services	35	35%	19	32%
Total	100		59	

Reliability of Capacity Measures

We used Cronbach's alpha to estimate the reliability of the capacity and sub-capacity measures created from the MHO and alternative assessment. Reliability refers to the consistency or reproducibility of a measure. Cronbach's alpha belongs to the family of *internal consistency* reliability coefficients and is based on how consistent the results are for questions that measure the same construct (e.g., how well items hang together). Unlike other internal consistency reliability approaches, Cronbach's alpha is used for items with levels of responses (i.e., the four levels on the MHO items) rather than dichotomous responses (i.e., correct/incorrect). Reliability coefficients normally range from 0.00 to 1.00, with estimates above 0.70 considered acceptable

and those above .0.80 considered good.⁴ For high stakes decision-making, reliability coefficients above 0.90 may be required; for lower stakes assessments, reliabilities as low as 0.50 may suffice.

As described under our mapping approach, we re-examined all capacity and sub-capacity area scores with reliability estimates below 0.70. Because reliability depends on a number of factors, including the number of items that are used to measure a construct and the range of respondents and responses, we did not expect all measures to reach the 0.70 threshold. Cronbach's alpha reliability estimates for the capacity and sub-capacity area scores are summarized in Exhibit 3 below.⁵ All of the major capacity area scores produced reliability estimates above 0.75, with four of five above 0.80.

**Exhibit 3:
Reliability of Capacity and Sub-Capacity Scores**

Capacity and Sub-capacity Areas	Number of questions	Estimated reliability
Leadership	10	0.85
Board development	2	0.66
Board leadership	5	0.73
Organizational leadership and decision making	6	0.74
Sustainability of leadership	1	—
Operational/Systems	29	0.91
Facilities	1	—
Fundraising and fiscal management	4	0.54
Staff assessment and development	10	0.83
Staff recruitment and retention	5	0.71
Staff relations	3	0.61
Team based management and staff structure	3	0.72
Technology and information system capacities	4	0.68
Volunteer management	1	—

⁴ See George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference. 11.0 update* (4th ed.). Boston: Allyn & Bacon; Nunnally, J. & Bernstein, I. (1994) *Psychometric Theory* (3rd ed.) New York: McGraw Hill.

⁵ Reliability estimates for Rose Foundation data are not presented because the eight available responses are not a large enough sample to estimate the reliability of the subscales with confidence.

**Exhibit 3:
Reliability of Capacity and Sub-Capacity Scores**

Adaptive	9	0.84
Access to and use of decision-making tools and supports	3	0.63
Organizational and environmental learning	5	0.72
Programmatic learning	3	0.65
Resource sustainability and adaptability	1	—
Programmatic	5	0.77
Program delivery	2	0.49
Program evaluation	2	0.73
Program staff management	1	—
Community/Collaborative	11	0.87
Community alignment	4	0.77
Community engagement	5	0.79
Community outreach skills	4	0.74

Limitations to the Analyses

There are a number of important limitations to the grantee capacity data, ranging from the instruments used to collect the data to the implications of the low response rates.

- **Assessments not designed to measure capacity areas.** At a basic level, a key limitation is that neither the MHO nor the alternative assessment was specifically designed to measure the five capacity areas of the CLP logic model. Also, there is limited published information on the development and psychometric properties of the MHO and the alternative instrument, specifically as related to establishing *validity*, that is, that the instruments measure what they claim to measure. While the iterative mapping process involved feedback from multiple team members, further exploring the validity of inferences based on these instruments for the five capacity areas was beyond the scope of this project.
- **Different assessment tools.** Not all community grantees completed the same assessment. The majority completed the MHO, but the Rose Foundation community grantees completed an alternative assessment. While the items were mapped to the same constructs, the data are not fully comparable across these organizations because the questions asked respondents to rate themselves on items that represented different indicators of the capacity areas, depending on the assessment they completed. Further complicating the comparability of data is the fact that the MHO survey has two different versions for different types of organizations: Social Service and Social Change. Across community grantees—and even within community grantees at organizations where multiple respondents completed the survey—participants used both survey types. While the item areas are identical across surveys (e.g., *mission statement*, *board fundraising*,

community presence), the descriptors on the rating scales differ on some questions by survey type. Even among MHO respondents, the data are not fully comparable because of the different survey types used.

- **Low reliability for smaller subscales.** Low reliability for some of the sub-capacity area scores means that findings for those areas should be interpreted with caution due to higher measurement error. In particular, the items that comprise *program delivery* ($k = 2$, $\alpha = 0.49$) and *fundraising and fiscal management* ($k = 4$, $\alpha = 0.54$) did not hang together well for the community grantee sample in Spring 2011. An additional five sub-capacity areas had reliability estimates below the 0.70 threshold. Also, single item-scales cannot be evaluated for reliability using Cronbach's alpha; five of the sub-capacity scores consisted of one item only. For sub-capacity areas with low or no reliability estimates, it is particularly important to triangulate across multiple data sources to support findings.
- **Representativeness of sample.** Overall low response rates among community grantees mean that data collected is not representative of *all* community grantees in Spring of 2011. Instead, the findings represent one perspective on how *some* grantees rated themselves on the questions in the MHO and the alternative assessment. Although the numbers presented in Exhibit 2 suggest that the sample was fairly representative of the overall group of community grantees along three major characteristics, we cannot be sure about other unobservable characteristics, such as motivation, willingness and/or ability to participate in additional grant-related activities, and so on. For this reason, we caution readers to keep these low response rates in mind when interpreting the results presented as there could be a selection bias among community grantees that were more (or less) responsive to participating in the assessments.
- **Self-reported data.** Finally, it is important to remember that the data collected using the MHO survey and the alternative assessment are self-reported data and may reflect potential biases on the part of respondents.

Overview of All Scores

Exhibit 4 summarizes all of the capacity and sub-capacity area scores overall, by region, by budget, and by field, as referenced in Chapter 3. We use highlighting to distinguish between four different bands of scores and show patterns across capacity areas and grantee characteristics:

- **Bright red:** Scores below 2.00
- **Light red:** Scores between 2.00 and 2.49
- **Light green:** scores between 2.50 and 2.99
- **Bright green:** Scores above 3.00

**Exhibit 4:
Overview of Capacity Areas and Subareas Overall and by Region, Budget, and Field**

Capacity areas and subareas	Avg	By region			By budget			Field				
		Bay Area	Central Coast	San Joaquin Valley	Under \$100K	\$100K-\$500K	\$500K+	Arts and culture	Civic engagement /organizing	Ethnic/ immigrant services	Health	Human services
Leadership	2.66	2.64	2.80	2.66	2.61	2.67	2.70	2.94	2.68	2.64	2.49	2.57
Board development	2.13	2.18	2.28	2.03	2.10	2.12	2.19	2.50	2.17	2.01	1.77	2.11
Board leadership	2.87	2.82	3.05	2.89	2.83	2.81	3.04	3.15	2.76	2.96	2.87	2.82
Organizational leadership and decision making	2.99	2.93	3.01	3.06	2.99	3.01	2.93	3.12	3.06	2.94	3.13	2.84
Sustainability of leadership	2.37	2.33	2.33	2.45	2.54	2.30	2.35	3.00	2.25	2.50	2.10	2.26
Operational/Management/Systems	2.47	2.46	2.54	2.45	2.26	2.52	2.58	2.59	2.48	2.31	2.45	2.47
Facilities	2.30	2.44	2.35	2.08	2.12	2.28	2.56	2.46	2.13	2.24	1.90	2.53
Fundraising and fiscal management	2.63	2.60	2.93	2.60	2.22	2.77	2.79	2.82	2.43	2.69	2.61	2.72
Staff assessment and development	2.29	2.30	2.57	2.21	2.08	2.29	2.56	2.18	2.29	2.12	2.32	2.40
Staff recruitment and retention	2.32	2.29	2.61	2.31	2.16	2.32	2.53	2.33	2.37	2.16	2.17	2.38
Staff relations	2.54	2.57	2.01	2.63	2.60	2.56	2.44	2.83	2.63	2.51	2.64	2.33
Team based management and staff structure	2.80	2.71	2.69	2.97	2.83	2.82	2.73	3.01	2.96	2.51	2.82	2.69
Technology and information system capacities	2.32	2.40	2.30	2.22	2.04	2.46	2.36	2.87	2.42	2.09	1.95	2.19
Volunteer management	2.46	2.41	2.69	2.49	2.20	2.52	2.62	2.86	2.21	2.56	2.57	2.50
Adaptive	2.54	2.49	2.56	2.61	2.44	2.49	2.79	2.97	2.48	2.46	2.52	2.47
Access to and use of decision-making tools and supports	2.51	2.44	2.55	2.61	2.41	2.48	2.71	2.88	2.42	2.51	2.52	2.45
Organizational and environmental learning	2.58	2.53	2.54	2.65	2.52	2.48	2.85	3.00	2.56	2.37	2.55	2.50
Programmatic learning	2.59	2.57	2.52	2.62	2.40	2.57	2.86	3.06	2.55	2.54	2.45	2.48
Resource sustainability and adaptability	2.07	2.14	2.09	1.97	1.89	2.18	2.04	2.63	1.90	1.88	1.71	2.17
Programmatic	2.49	2.52	2.55	2.45	2.26	2.52	2.73	2.79	2.54	2.27	2.41	2.44
Program delivery	2.67	2.74	2.59	2.58	2.57	2.70	2.73	3.17	2.71	2.56	2.34	2.56
Program evaluation	2.40	2.31	2.34	2.53	2.21	2.40	2.62	2.83	2.39	2.03	2.73	2.28
Program staff management	2.37	2.50	2.93	1.99	1.60	2.43	2.94	1.90	2.60	2.18	2.12	2.49
Community/Collaborative	2.73	2.69	2.68	2.79	2.76	2.66	2.84	3.02	2.76	2.67	2.70	2.60
Community alignment	2.76	2.67	2.78	2.87	2.83	2.73	2.72	2.94	2.80	2.63	2.81	2.68
Community engagement	2.75	2.72	2.58	2.85	2.77	2.68	2.91	3.12	2.75	2.73	2.83	2.60
Community outreach skills	2.54	2.50	2.67	2.56	2.54	2.42	2.80	2.83	2.53	2.52	2.50	2.44